

SURREY POLICE AUTHORITY
SURREY POLICE

POLICING PLAN 2011-2014



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এই লেখাটির বাঙলা অনুবাদও পাওয়া যাবে। দয়া করে সারے পুলিশ অথরিটির সঙ্গে যোগাযোগ করবেন।

ਇਹ ਕਾਗਜ਼ਾਤ ਪੰਜਾਬੀ ਵਿਚ ਉਪਲਬਧ ਹਨ ਕਿਰਪਾ ਕਰਕੇ ਸੱਚੇ ਪੁਲਿਸ ਅਧਿਕਾਰੀ ਨੂੰ ਸੰਪਰਕ ਕਰੋ।

ساري شرطة بسلطات الاتصال الرجاء العربية باللغة متوفرة الوثيقة هذ

Foreword by the Chairman and Chief Constable

We are pleased to publish Surrey's Local Policing Plan for 2011-2014. The plan describes how we intend to focus the delivery of policing over the next three years and sets out the Police Authority's targets for Surrey Police. We believe this is an ambitious plan in the face of very significant financial, operational and organisational challenges. Surrey has one of the lowest levels of serious crime in the country and local people have amongst the highest levels of confidence nationally in the service Surrey Police provides. We intend to keep it that way.

Government funding for policing is being cut by 20% over the next four years. At the same time, recessionary pressures could fuel increases in crimes such as burglary, vehicle theft and fraud. These are difficult times for policing. However, through prudent financial planning and a willingness to initiate fundamental programmes of change, we are not facing problems from a 'standing start'. This plan sets out how we will continue to ensure safe neighbourhoods for local people, tackle crime and anti-social behaviour and retain a focus on the area we know people value most – the frontline.

Last year we embarked on a radical re-think of how we deliver policing and make the best use of limited resources. This programme of change – the Operational Policing Review – is now well underway and has seen us reconfigure our police estate, slim down our management structures and back office functions and change the way that we organise our services. Ultimately, the savings we generate will put up to 200 extra officers onto the front-line by the end of 2011.

Finally, the Government is planning the biggest change in a generation to the way the police service is held to account by replacing Police Authorities with Police and Crime Commissioners. As this reform progresses, the Police Authority will continue to work hard to ensure that Surrey continues to enjoy an efficient and effective police force.

Peter T D Williams, JP
Chairman
Surrey Police Authority

Mark Rowley, QPM
Chief Constable
Surrey Police

Addressing the Challenges Facing Surrey

Our Strategy...is to put the 'Surrey Public First'

The Surrey Context

Surrey is one of the safest counties in England, where public confidence in the Police is high and crime levels are relatively low. It is home to over 1.1 million residents and many major businesses. Its proximity to London and two international airports, major road networks and mix of urban and rural locations bring challenges for the Police. We face growing operational pressures including cross-border crime, counter-terrorism, preparing for the 2012 Olympics, predicted civil unrest and expected increases in crime, common in times of economic recession. Additionally, as other public bodies also see their budgets reduce, Surrey Police may find itself increasingly required to assist partners in delivering services to the most vulnerable.

Our Strategy for Policing - Putting Surrey Public First

The Surrey Public First Strategy was developed to provide a more common sense style of policing. Our focus is on serving local people and delivering their priorities for policing. It is about the prevention of crime above the pursuit of external targets which can skew the use of our limited resources. Put simply, it is about putting the people of Surrey at the heart of everything we do.

Last year we began the delivery of our Operational Policing Review with a view to making sure that, in the face of growing financial pressures, we were able to preserve the front-line. The review has seen us reorganise the policing model from a traditional geographic structure to a more effective and efficient functional model. We have reduced the number of senior police officers and reorganised our support functions to reduce the number of police staff. We are rationalising our estate to replace often out-dated and costly-to-run police stations with more appropriate ways for the public to meet local officers. This has included placing most of our Neighbourhood Teams in local authority premises where they can work more closely with our partners to solve community problems.

With the savings we are making through the review, we plan to increase the number of constables by up to 200 (from the March 2010 baseline of 1,345) to strengthen the front-line. This will see more neighbourhood officers and a strengthening of detective numbers and by the end of 2011 we expect to have 1,545 constables.

We recognise that making such significant changes has not been without risk, difficulty or disruption, particularly for those staff affected. However, our staff continue to go about their work with dignity and professionalism, making difficult decisions on a daily basis whilst still committed to delivering our Surrey Public First strategy.

Surrey Police Operations

We know that tackling serious crime and anti-social behaviour remain top priorities for the public and this plan continues to focus on these areas. Operation Shield will be used to protect residents from cross-border criminals that operate in our county. Automatic Number Plate Recognition (ANPR) technology and specialist intelligence officers will identify and help prevent criminals coming into Surrey to commit crime. We will also continue with Operation Hydrogen which aims to identify, arrest and lock up the relatively small in number, but prolific offenders responsible for some of the most impactful crimes and anti-social behaviour.

Our surveys show that anti-social driving and speeding is another area of concern for residents. To tackle this, we will continue with the successful Drive SMART campaign, in partnership with Surrey County Council. Since its introduction, the number of collisions and people killed or seriously injured on Surrey's roads has reduced.

Setting our Targets

Surrey Police and Surrey Police Authority are determined to sustain the quality of policing in Surrey over the planning period. We want to maintain low levels of crime and high levels of confidence. There remains a great deal of uncertainty around future funding for policing and community safety and the likely demand on our resources. Our intent is to really focus on reducing levels of serious crime and tackling anti-social behaviour. Although we are facing decreasing budgets, significant organisational change, staff cut-backs, possible changes to police governance and potential increases in crime during a period of economic recession, we will keep our targets under review and revise them upwards if this becomes a realistic ambition.

Key Actions for 2011-12

Our strategic priorities for delivering policing services in Surrey are:

- Confidence and satisfaction – keeping public confidence in the police high and ensuring satisfaction with the service we deliver to local people
- Safety - keeping people safe from harm
- Value for money - making the most of our people and resources.

The targets we are setting ourselves in order to achieve these priorities are:

- **To keep public confidence in Surrey Police high**
- **To provide a good service to victims of anti-social behaviour**
- **To provide a good service to victims of crime**
- **To keep levels of serious crime low in Surrey**
- **To stop criminal gangs from operating in Surrey**
- **To arrest people who sell harmful drugs**
- **To catch people who commit serious crime**
- **To recruit more Police Constables by making savings in other areas**
- **Make optimal use of our officer and staff resource**

Below we set out our key actions for 2011-12 which will help us achieve our targets.

CONFIDENCE AND SATISFACTION

1. Keep public confidence in Surrey Police high

We have seen very high levels of public confidence in Surrey Police over the last year and we know it will be a challenge to sustain this in the face of cuts to our own and our partners' budgets.

In 2011/2012 we will:

- Work with partners to tackle anti-social behaviour, particularly the most serious and persistent cases that impact most on local communities
- Use both education and enforcement to deal with speeding motorists and reduce anti-social driving through the Drive SMART campaign

- Hold Neighbourhood panels and produce neighbourhood information leaflets to ensure communities are engaged and that their priorities become our priorities
- Recruit extra officers and put them into areas of most need including into Neighbourhood Policing and tackling serious crime and criminal groups

2. Provide a good service to victims of anti-social behaviour

Anti-social behaviour is an area that most residents of Surrey want to see addressed, either by the police or local councils. We aim to maintain the existing high levels of service to victims.

In 2011/ 2012 we will:

- Aim to get it right first time when responding to the initial call to Surrey Police and acknowledge and resolve those instances when we get things wrong
- Work with communities themselves to solve problems of anti-social behaviour
- Monitor satisfaction levels with the services we provide and put in place plans to tackle any areas in need of improvement
- Provide feedback to victims so they know what has happened with their case
- Bolster our Neighbourhood Teams so that people can engage and meet with officers in convenient and accessible places

3. Provide a good service to victims of crime

If people are a victim of crime or involved in a road traffic collision we aim to provide the best possible policing service we can to keep levels of satisfaction with our services high.

In 2011/2012 we will:

- Attend crimes and road traffic collisions promptly
- Explain to victims clearly what they can expect
- Monitor satisfaction levels with the services we provide and put in place improvement plans to tackle any areas in need of improvement
- Provide feedback to victims so they know what has happened with their case

- Ensure that an equally high quality of service is provided to all, regardless of race or ethnicity, social background, gender, sexual orientation, age, religion or belief, or disability

SAFETY AND HARM REDUCTION

4. Keep levels of serious crime low in Surrey

Levels of serious crime such as burglary, robbery, violence and car crime are very low in Surrey. In times of recession we would expect crime to rise. By recruiting more officers we are putting ourselves in the strongest position possible to keep crime down in these tough times.

In 2011/2012 we will:

- Target specific offenders of domestic burglary, car theft and serious violence including town centre violence, alcohol related violence and serious domestic abuse
- Recruit more police officers into Neighbourhood Teams to help prevent crime happening in the first place
- Tackle the drivers of crime such as alcohol-related violence and drug-related burglary and thefts
- Provide crime prevention information and carry out public information campaigns
- Target the most prolific offenders and make use of restorative justice initiatives, such as offenders doing 'pay back' work in the community
- Continue to strengthen 'Operation Shield' to address high levels of criminality committed by 'visiting' offenders to Surrey, while further denying criminals the freedom of our roads

5. Working with other forces to identify and dismantle organised criminal groups from operating across the region and impacting on Surrey

We know through our intelligence that a number of serious organised crime groups (such as drug groups) operate in Surrey at any one time. Stopping this takes a great deal of detective, undercover and analytical work. We will continue to put resources into tackling these serious criminals.

In 2011/2012 we will:

- Identify the criminal groups causing most harm to people in Surrey and across the South East region
- Use intelligence to target and disrupt organised crime
- Bring members of organised criminal groups to justice
- Work with the courts to take away assets, for example, cars, houses or money gained through crime
- Work in collaboration with partners to make best use of skills and resources in this area of work

6. Arrest people who sell illegal drugs

We know from our surveys that people want to see drug dealing off the streets of Surrey. We will continue to target those people who sell illegal drugs, in particular Class A drugs such as heroin and cocaine. This year we have also set a new target which includes the supply of both Class A and B drugs. This reflects our concerns over the serious health and social impact of Class B drugs (especially on young people) and a recognition that organised crime groups are increasingly moving into cannabis supply.

In 2011/ 2012 we will:

- Use intelligence and community information to identify those who deal in Class A and B drugs
- Carry out operations to arrest drug dealers and bring them to justice
- Stop drug dealing in local communities
- Make sure that Surrey's secondary schools are provided with the necessary information to inform and educate their pupils about the dangers of drugs

7. Catch people who commit serious crimes

Our key focus in Surrey has always been the prevention of criminality in the first place, but when crimes do happen, we will do our best to catch the offenders.

In 2011/2012 we will:

- Continue to use our forensic services to identify those committing the most serious crimes through fingerprints and DNA profiling

- Work with officers in neighbouring forces to identify common trends or patterns of offending that impact on Surrey
- Work with partners to manage prolific offenders and deter them from committing more crime
- Run operations such as Operation Hydrogen to arrest the people we know commit the most serious crimes

VALUE FOR MONEY

8. Save money in other areas to recruit more police constables

Despite reductions in government grant we are aiming to make sufficient savings in other areas to enable us to recruit up to 200 additional police constables.

In 2011/ 2012 we will:

- Share buildings with local councils to reduce overheads
- Reduce bureaucracy and make our support departments as efficient and effective as possible
- Reduce number of senior police and police staff managers
- Use nationally negotiated procurement agreements and join up with other forces, where appropriate, to buy our goods and services at competitive prices
- Collaborate with other forces to provide services together, where appropriate, and make savings
- Use these savings to meet Government spending reduction targets and still aim to increase the overall number of police constables to 1,545
- Put these officers into areas of most need, including neighbourhood policing, serious crime investigation and tackling criminal groups

9. Make optimal use of our officer and staff resource

We will aim to ensure that our biggest resource – our people – is used as effectively and productively as possible. We want to better manage those things that take officer and staff resources away from core policing duties, such as sickness, injury and vacancies that remain unfilled.

In 2011/2012 we will:

- Manage sickness to ensure staff and officers are available for work

- Ensure Surrey Police is well managed and that staff are positive about their work in order to retain staff, reducing the need for vacancies and extra costly recruitment
- Streamline our recruitment processes so that officers and staff are fully functional in new roles as soon as possible
- Work with officers and staff on rehabilitative duties to get them back into their usual work roles as soon as possible
- Set targets for improvement

Other Key Areas

The areas outlined above are the priority target areas that we will measure and report on in the coming year. However, there are a number of areas of policing that do not lend themselves to measurement but remain key priorities, as detailed below.

- Domestic abuse – this is a crime that affects many people in Surrey from all backgrounds. Our overall aim is to stop domestic abuse happening, but we know that crimes often go unreported and it is therefore difficult to measure levels of domestic abuse in a meaningful way. We will continue to encourage victims of domestic abuse to come forward and will work hard with partners in social services, local councils, victim support agencies and the criminal justice system to tackle this problem, support victims and deal with offenders.
- Terrorism – the threat of terrorist activity in the UK remains substantial and like all police forces we will work with national partners to protect people, infrastructure and business from this threat. We have dedicated teams who train our staff to deal with incidents, as well as working with businesses, partners and the wider community.
- Sexual assault – these can be serious crimes which, although rare in Surrey, have a huge impact on the victims. We will support victims of these crimes and in partnership with health services in Surrey, have set up a new Sexual Assault Referral Centre (SARC) to create a supportive environment for adult and child victims of sexual assault and abuse. The centre provides medical care, counselling, high quality forensic facilities and support for victims to assist in police investigations.
- Protecting children and young people through POLIT (Paedophile on Line Investigation Team) with a specialist unit that looks into internet offences

- Drugs – whilst we have set a target to tackle the suppliers of Class A and Class B drugs, the problem of drugs in communities is far wider than this. Drug use leads to crime and drug dealing in communities makes people feel unsafe. We will be working with partners to reduce drug use and with other forces to stop the gangs that produce and distribute drugs.
- Custody facilities – our current custody facilities urgently need upgrading. This is particularly acute in the east of the county where the quantity and the quality of cells fail to meet demand levels and modern day build standards. We must be able to arrest and deal with offenders in order to meet our challenging policing plan targets for safety and harm reduction. Having sufficient custody facilities in the right place will allow officers to use the power of arrest when appropriate, deal with offenders in a timely way and also reduce the time spent taking people to custody. We only have four custody centres in Surrey and we are currently working on plans for a new custody site in the east of Surrey to replace the small and outdated facility at Reigate.

Delivering Services in Partnership

The Police cannot solve crime and anti-social behaviour problems alone and in times of reducing budgets in the wider public sector, working closely with our partners will become even more important. We will focus on working with partners to:

- Break the cycle of crime for those people who repeatedly commit crime in Surrey and in doing so, help them find a path out of a life of crime
- Reduce the numbers of people killed or seriously injured on our roads
- Support children and young people through promotion of the Every Child Matters principles
- Work with mental health care professionals to support the vulnerable in our communities

We also work in partnership with other forces and authorities to deliver services jointly where we can make savings, be more resilient or improve our interoperability. Last year we signed an agreement to deliver Witness Protection, Covert Operations and Technical Support jointly with three other forces in the South East. We have also joined with Sussex

and Hampshire to provide air support services. We are working on plans for additional collaboration with Sussex Police Authority in a number of other areas over the coming year. To make sure that we understand the needs of people in Surrey and get advice on how best to work with communities, we work closely with a number of other organisations, including Neighbourhood Watch and our Independent Advisory Groups (groups that are representative of local communities) who advise the police on community issues.

Equality and Diversity

Ensuring we provide an equal service to all, regardless of gender, age, race, religion or belief, disability, sexual orientation or gender identity, is a key principle of Surrey Police and Surrey Police Authority. We are keen to be as representative as possible of our communities and have set some key diversity targets to ensure that our workforce both reflects and represents the residents of Surrey. These targets are detailed in the annex of our plan. We will also be monitoring our confidence and satisfaction results to ensure that there is consistent confidence across all groups of people.

Financial Information

Budgetary information for 2010-11 is available on the Authority's website, including the Statement of Accounts (plus a summary version); the Budget and Precept Report for 2011-12 and Revenue and Capital Finance Reports.

Other Requirements

The Home Office has published guidance which details a number of matters police authorities should consider in their policing plans. Surrey Police Authority has decided to produce a more reader-friendly, Surrey-focused plan. We publish an annex of other requirements and a Value for Money Statement on our website (www.surreypa.gov.uk). You can also get a copy of this annex by contacting the Authority's secretariat.

Summary of Policing Plan Targets for 2011-14

Headline Priority	Headline Measure (specific definition)	Target (Years 1-3 rolling three year plan)
Satisfaction and Confidence		
Keep public confidence in Surrey Police high	Percentage of the public who have confidence in the police in their neighbourhood	2011/2012: at least 80% 2012/2013: at least 80% 2013/ 2014: at least 80% 2014/ 2015: at least 80% (2010/2011 – 88.2% were confident)
Provide a good service to victims of anti-social behaviour	Percentage of victims of anti-social behaviour who are satisfied with the overall service provided by the police	2011/2012: at least 76% 2012/2013: at least 76% 2013/ 2014: at least 76% 2014/ 2015: at least 76% (In 2010/2011 – 76.7% were satisfied)
Provide a good service to victims of serious crime and road traffic collisions	Percentage of victims of serious incidents (burglary, vehicle crime, violent crime, hate crime, road traffic accidents who are satisfied with the overall service provided by the police	2011/2012: at least 79% 2012/2013: at least 79% 2013/ 2014: at least 79% 2014/ 2015: at least 79% (In 2010/2011 – 84.5% were satisfied)
Safety and Harm Reduction		
Keep levels of serious crime low in Surrey	Serious acquisitive crime (burglary, theft of and from motor vehicles, robbery/ mugging) and serious violent crimes ¹ per 1,000 population ²	2011/2012: 13.6 2012/2013: 13.6 2013/ 2014:13.6 2014/ 2015:13.6 (2010/11 – there were 15014 offences/ 13.53 per 1000 population)
Working with other forces to stop organised criminal gangs from operating across the region and impacting on Surrey	The number of organised criminal groups disrupted or dismantled	2011/2012: 15 2012/2013: 15 2013/ 2014:15 2014/ 2015:15 (2010/2011 – 16 organised criminal groups were dismantled or disrupted)

¹ Rape and sexual abuse is not included in this measure as Surrey Police is taking steps to encourage reports of these currently under-reported crimes

² The Surrey population level on which the target is based is 1,113,108, the latest available estimate (Mid 2009) from the Office for National Statistics

Headline Priority	Headline Measure (specific definition)	Target (Years 1-3 rolling three year plan)
Arrest people who sell harmful drugs	Number of charges/ cautions ³ of Class A and B drugs supply offences	2011/2012: 450 2012/2013: 450 2013/ 2014:450 2014/ 2015:450 (2010/2011 – 152 charges / cautions for Class A drug supply offences)
Catch people who commit serious crimes like burglary, car theft, mugging, serious violence, rape and sexual abuse	Percentage of serious acquisitive crime (burglary, theft of and from motor vehicles, robbery/ mugging), serious violent crime and rape and sexual abuse with a sanction detection or other police resolution ⁴	2011/2012: 18.6% 2012/2013: 18.6% 2013/ 2014:18.6% 2014/ 2015:18.6% (2010/11 – performance was 18.4% For context, performance for each crime group was: Burglary 16.7% Violence 34.5% Sexual offences 28% Robbery 25.6% Vehicle crime 6.4%)
Value for Money		
Save money in other areas to recruit more police constables	Number of police constables (compared with the baseline of 1345 police constables in 2009/2010) ⁵	2011/2012: 1545 (200 extra) 2012/2013: 1545 2013/ 2014:1545 2014/ 2015:1545 (In March 2010 there were 1,345 police constables)
Make optimal use of our officer and staff resource	Percentage of budgeted police employees (FTEs) available to deliver and support policing in Surrey.	2011/2012: at least 90% 2012/2013: at least 90% 2013/ 2014: at least 90% 2014/ 2015: at least 90%

³ Post CPS advice

⁴ A sanction detection is where an offender has been charged, cautioned, reported for summons, reprimanded, the offence has been taken into consideration or where a fixed penalty notice has been issued in relation to an offence. An other police resolution is where, in less serious cases such as violence with minor injuries where the victim does not want to press charges, an officer has used their judgement to resolve the issue by less formal means, e.g. discussions between victim and offender. This resolution is only used in appropriate cases and an audit of these decisions is made.

⁵ 1345 was the number of police constables budgeted for as at March 2010. The actual figure was 1363 as actual numbers are usually just above or below the budgeted level due to the timing of intakes of new recruits and officers leaving the force. The aim is to have a budgeted level of 1545 police constables which may differ slightly from actual numbers.

About Surrey Police and Surrey Police Authority

If you would like to know more about Surrey Police or Surrey Police Authority, you can visit the following websites:

Surrey Police Authority – www.surreypa.gov.uk

Surrey Police – www.surrey.police.uk

We have published a summary of Surrey Police targets and performance in the Council Tax leaflets sent to every household in Surrey in March 2011. We will also provide a more detailed summary of end of year performance on our website.

Your Views

Now you have had the chance to read this policing plan, we would like to know your opinion of it. Please send any comments to Surrey Police Authority using the contact details at the front of this plan.

If you wish to comment on the policing of your area, you can do so through a variety of public meetings including Neighbourhood Panels and Surrey Police Authority meetings. We actively encourage the public to support the police and the community through volunteer work, the Independent Custody Visitor Scheme, the Independent Advisory Group or Neighbourhood Watch. Further details are available on the Authority's website.

**Surrey Police Authority / Surrey Police
Policing Plan Requirements and
Value for Money Statement – 2011-2014**

1. Introduction

The Local Policing Plan for Surrey Police Authority and Surrey Police is designed to be a short focused document detailing our aims for the next four years. There are other requirements in legislation for the contents of Policing Plans. This annex to the Local Policing Plan 2011-2014 provides information against those requirements.

Where it supports our principle of putting the Surrey Public First, we will demonstrate delivery against ***national priorities*** including the Home Office Business Plan and Her Majesty's Inspectorate of Constabulary's (HMIC) Police Report Card.

We are also committed to supporting delivery in partnership with Surrey County Council, local councils, the Surrey Criminal Justice Board, voluntary and advisory organisations. ***Partner priorities***, where appropriate are summarised below, together with a table highlighting where our targets support or contribute to these priorities.

The Policing Plan has been developed following ***consultation*** with local residents and stakeholders and we show in this annex how we have taken their views into account.

We also include in this annex our ***Value for Money Statement***. A requirement to provide this statement was introduced last year. Our attached statement gives an overview of how we are aiming to achieve value for money and details against four specific initiatives.

Finally, ***other requirements*** for Policing Plans such as setting diversity targets, environmental targets and efficiency targets are covered in a table at the end of this annex.

2. National Priorities

The Home Office Business Plan for 2011-2015 sets out the following priorities:

1. Empower the public to hold the police to account for their role in cutting crime
 - Introduce directly elected Police and Crime Commissioners and make police actions to tackle crime and anti-social behaviour more transparent
2. Free up the police to fight crime more effectively and efficiently
 - Cut police bureaucracy, end unnecessary central interference and overhaul police powers in order to cut crime, reduce costs and improve police value for money. Simplify national institutional structures and establish a National Crime Agency to strengthen the fight against organised crime
3. Create a more integrated criminal justice system
 - Help the police and other public services work together across the criminal justice system
4. Secure our borders and reduce immigration
 - Control net migration to sustainable levels, in the tens of thousands a year. Limit non-EU economic migrants, and introduce new measures to reduce inflow and minimise abuse of all migration routes, for example the student route. Process asylum applications more quickly, and end the detention of children for immigration purposes
5. Protect people's freedoms and civil liberties
 - Reverse state interference to ensure there is not disproportionate intrusion into people's lives
6. Protect our citizens from terrorism
 - Keep people safe through the Government's approach to counter-terrorism

The Surrey Policing Plan is in line with these priorities through our focus on reducing crime, value for money and counter terrorism and through our work with partners.

3. Partnership Targets

As with other Forces, Surrey Police is already having to increase its efforts to keep crime below last year's levels. As other public bodies face budget pressures, the Force may find that it is increasingly called upon as an 'agency of last resort'.

Surrey Strategic Partnership is the main partnership forum for Surrey and both Surrey Police and Surrey Police Authority are key partners. The partnership plan details the five main challenges for Surrey which include safety and stability for Surrey's most vulnerable children, increasing confidence in public services to keep people safe and ensuring community involvement in making Surrey a better place to live.

We will work with Surrey County Council to support the delivery of their Community Safety Agreement, where appropriate. Cross-cutting elements include anti-social behaviour, reducing serious violent crime and reducing risk from terrorism.

We are also part of the eleven **Surrey Community Safety Partnerships** and work with them to achieve their objectives locally.

Surrey Criminal Justice Board is another key partner for Surrey Police and Surrey Police Authority. We are part of the Surrey Criminal Justice Board and will work in partnership to deliver improved public confidence, victim satisfaction and bringing offenders to justice. For more detail on the Surrey Criminal Justice Board, see www.lcjb.cjsonline.gov.uk/surrey.

Partnership arrangements in Surrey are currently being reviewed to streamline the structures to provide better value for money and clear partnership outcomes. Surrey Police Authority and Surrey Police will actively work with partners to design a structure and delivery model which best suits our aims and objectives and those of the wider partnership.

4. Local Consultation

The 2011-14 Local Policing Plan has been drawn up taking account of those priorities for policing identified by Surrey residents. Authority members have considered the results of the 2010/2011 Neighbourhood Policing Plan survey carried out by Surrey Police, as well as the results from the Surrey Police Authority Citizens' panel, stakeholders' survey and focus groups when setting this year's targets. Full

details of the consultation results can be obtained from the Authority's website or by contacting the Authority. Results showed that residents and stakeholders were generally supportive of the policing priorities in Surrey set in 2010/ 2011. However, following the consultation, greater emphasis has been put on dealing with anti-social behaviour and increasing frontline officers.

5. Value for Money Statement

In spite of poor levels of central government funding over several years compared with other forces, Surrey Police has continued to be a high performing force particularly in the areas of public confidence and overall satisfaction. As a result of the low levels of central government funding, the Authority and Force recognised early on the need to become more efficient and identified the future need to make radical cost savings which led to the Operational Policing Review (OPR) and the three phases of the Organisation Support Review (OSR 1, 2 & 3).

The scale of the financial challenge is significant, with the Force facing a Medium Term Financial Plan savings target of £41.5 million over the five financial years from April 2010 to March 2015. Good progress has already been made to meet this challenge with many of the Force's cost reduction and efficiency programmes already producing significant benefits (such as £11.7m of savings from our Strategic Change programmes in 2010/11). In fact HMIC wrote in its September 2010 Police Authority Inspection Report that...*"the Authority has a very effective approach to financial and resource planning. It has a good track record of delivering efficiency savings and achieving value for money. Its Local Policing Plan is aligned with a robust medium term financial plan (MTFP). Financial scrutiny challenge is well established and effective across the Authority. This is exemplified by the Operational Policing Review (OPR) which was established to help ensure a financially sustainable and effective Force to meet local priorities."*

It has been almost a year since Surrey Police began implementing the OPR. The move from an organisation based upon three geographical policing areas to one based upon the functions of Response, Investigation, Neighbourhoods and Tasking & Co-ordination, has enabled the Force to reduce the number of leaders needed. The savings generated from initiatives such as this is enabling the Force to meet its

Surrey Public First commitments by investing in front-line policing through the creation of up to 200 new officer posts. The Force is on track to have completed this recruitment by December 2011. Considerable progress has been, and is being, made on other OPR initiatives around rationalising the police estate, improving partnership working and making the police more accessible.

The four sections that follow describe some examples of the important areas of activity that include opportunities to deliver cashable savings and productivity benefits during the four years from 2011 to 2015 that will enable us to close the budget gap.

Improvements in Deployment

The introduction of police staff, in the form of Police Community Support Officers (PCSOs) and Police Support Officers (PSOs), has made it possible to increase the effectiveness of police officers, by releasing them to concentrate on dealing with matters that specifically require their specialist skills and powers and hence make better use of their time.

The new functional policing model has seen the Incident Handling Centre and Response (including the Crime Management Unit) brought together under one set of line management. This has resulted in more effective and joined up working.

The initial deployment of mobile data terminals (known as MDTs) has been ongoing since August 2010. This is improving the productivity and public visibility of front line officers who are able to access Surrey Police systems without returning to a police station.

Progress is being reviewed on a programme to reduce the level of overtime expenditure. Evidence of reduced levels is now visible within Custody, the Crime Reporting Bureau, Call Handling areas and the Learning & Development unit with significant inroads being made resulting from enhanced duty management.

Reducing Local Bureaucracy

The Force is nearing completion of a series of Organisational Support Reviews (OSR), to ensure that support services are as streamlined and as efficient as

possible. The latest review, OSR3, has considered the level of senior management required for the re-shaped organisation, together with secretarial and staff officer numbers.

The removal of duplication and bureaucracy in Criminal Justice (CJ) saved over £1.7m in 10/11 alone and helped to improve CJ performance. Other changes should result in savings as OPR is realised. These include reducing the number of senior officers required by the current structure. By reducing cost in the area of leadership, Surrey Police will be able to put more officers into the front-line. The reconfiguration of the estate (including station sales and co-location opportunities) is forecast to generate £2.5m in cashable revenue savings over the four year period.

Local Approaches and Collaboration

The three regional units covering Witness Protection, Covert Operations and Technical Support, which were formed as part of a collaboration between Surrey, Sussex, Thames Valley and Hampshire Police Forces, have been operating successfully for nearly a year now. This has saved nearly £1m and the vision is that more money will be saved over the next three years, as well as improving our operational resilience.

Similarly, collaboration with Sussex and Hampshire for air support has been operational for much of 2010/11 and is forecast to generate over £1m in savings. We are actively exploring opportunities for bilateral collaboration with Sussex in areas which include firearms, major crime and scientific support which could generate considerable cashable savings.

The Force and Authority will continue to seek opportunities to benefit from collaborative working with other partners, for example the Gateway Project, where the Crown Prosecution Service has co-located with Surrey Police Criminal Justice colleagues and has saved £1.2m. Similarly, the co-location of neighbourhood teams with the local authority in 11 boroughs and districts and the Probation Service co-located with Integrated Offender Management Units will save £2.5m.

Procurement

In line with the recommendations of the Home Office White Paper 'Protecting the Public to succeed' and the Operational Efficiency Programme (HM Treasury), Surrey Police continues to collaborate on its procurement activity.

Such collaborative opportunities are not only progressed with our regional and national police counterparts but also through the use of centrally established frameworks led by the National Police Improvement Agency (NPIA) and the Home Office. 44% of the contracts let during the previous financial year were in collaboration with other forces, agencies or Government bodies.

In addition to the above, Surrey Police is currently exploring opportunities for regional collaboration across its procurement processes, procedures and the delivery of the procurement function itself to ensure all opportunities, efficiencies, savings and service delivery are maximised across the South East Region.

6. Policing Plan Regulations – Other Requirements

Many of the requirements of the Policing Plan Regulations (2008) have been set out in the main body of the Local Policing Plan and within this annex. More information on those matters, not previously addressed, are set out below:

Policing Plan Regulation Requirement	Further Information
Action taken or action planned to address the findings from audit and inspection reports, or following direction from the Home Secretary	A number of bodies make recommendations to the Force and Authority following inspections and audits, including Her Majesty's Inspectorate of Constabulary and the Audit Commission. These are entered onto the Force Recommendations Database (FRD) which is used to track progress. Once a recommendation has been satisfactorily dealt with it is discharged from the active database. Live recommendations on the FRD are reviewed quarterly by the Force and the Authority's Audit Committee.

<p>Information on planned increases in efficiency and productivity and how the Force proposes to meet any target set for increased efficiency and productivity</p>	<p>The Force has set a target for 2010/11-2014/15 to achieve savings and efficiencies totalling £41.5m. One of the products of achieving this target will be the recruitment of up to 200 additional police constables to help the Force deliver its Surrey Public First strategy.</p> <p>Progress against these savings will be monitored by the Force's Strategic Change Board and by the Authority's Finance and Performance Panel.</p>
<p>Out-turn information for Statutory Performance Indicators (SPIs)</p>	<p>There are currently no SPIs in place. Performance against local indicators set in the policing plan will be published on the Authority's website.</p>
<p>Equality and Human Rights</p>	<p>The Force and Authority are preparing for the introduction of the Equality Act in April 2011. We are required to publish information about performance on equality by 31 July 2011 and then by 6 April 2012, must publish equality objectives. We already have data and analysis on equality performance. Our Equality Diversity and Human Rights Strategy 2010 to 2012 sets out our key equality objectives ahead of the requirement. Regular reports are made to the Authority's Human Resources, Citizen Focus and Controlling Crime Panel.</p> <p>The Force is implementing the National Equality Standard framework and will concentrate on seven priority units with the Standard in the coming twelve months</p>
<p>Local Employment Targets for Under-Represented Groups</p>	<p>Employment targets have been set as follows:</p> <ol style="list-style-type: none"> 1. The Force will achieve 4.5% representation of BME¹ officers by 2012. 2. The proportion of Surrey BME Officers performing specialist duties will be higher than the national average.

¹ BME – Black and Minority Ethnic

	<p>3. The percentage of Surrey BME officers in supervisory posts (Sergeant and above) will increase to 2.5% by 2012.</p> <p>4. Surrey Police female officer representation will exceed 30%.</p> <p>These targets will be monitored by the Authority's Human Resources Panel. More details on the rationale for these targets are available on the Authority's website or by contacting the Authority.</p>
Environmental targets	<p>We will strive to:</p> <ol style="list-style-type: none">1. Reduce our carbon emissions across utilities by 10% by 20122. Take into account energy efficiency and whole life costing in any major refurbishments or new builds3. Reduce the average CO² emissions per fleet vehicle by 10%4. Procure sustainable products and services whenever practically possible5. Continually review our information and communications technologies to seek out energy efficiencies

Summary of Local Policing Plan Priorities demonstrating how they support:

- Home Office Priorities
- Partnership Priorities – local councils, criminal justice board
- Results of local consultation – force and Police Authority
- Force level Strategic Assessment.

Table: 1 Review of LPP measures against local and national priorities:

Policing Plan Target	National Priorities	Partnership Priorities	Consultation Priorities	Force Strategic Assessment
Keep levels of serious crime low in Surrey	✓	✓	✓	✓
Work with other forces to stop organised criminal groups operating in the region and impact on Surrey	✓		✓	✓
Catch people supplying harmful drugs	✓	✓	✓	✓
Catch people who commit serious crimes	✓	✓	✓	✓
Keep high public confidence in Surrey Police	✓	✓	✓	✓
Provide a good service to victims of serious crime		✓	✓	✓
Provide a good service to victims of ASB		✓	✓	✓
Make savings in order to increase police constables	✓		✓	✓
Ensure we maximise our staff time is spent on service delivery	✓			✓